

Schools

Defense Management Education and Training Program

Headquarters
Department of the Army
Washington, DC
23 April 73

Unclassified

SUMMARY of CHANGE

AR 351-8

Defense Management Education and Training Program

Effective 01 June 73

Schools

Defense Management Education and Training Program

By Order of the Secretary of the Army:

CREIGHTON W. ABRAMS
General, United States Army
Chief of Staff

Official:

VERNE L. BOWERS
Major General, United States Army
The Adjutant General

History. Not applicable.

Summary. This revision adds DD Form 1631–2 to standardize procedures for notifying user components of quota allocations and schedules of classes by course and adds responsibilities for AMC to provide information, required by DD Form 1631–2, to user

components and HQDA by 15 April annually.

Applicability. The Defense Management Education and Training Program pertains to both civilian and military personnel. It does not include the following:

Professional military education such as provided in noncommissioned officer career course, officer basic and advanced courses, US Army Command and General Staff College, and US Army War College.

Combat readiness, technical or specialist training such as MOS training and military specialist programs.

Civilian institution degree programs, except for those specifically concerned with the three categories of management education and training described in paragraph 4a.

Proponent and exception authority. Not applicable.

Army management control process. Not applicable.

Supplementation. Local limited supplementation of this regulation is permitted but

is not required. If supplements are issued, Army Staff agencies and major Army commands will furnish one copy of each to HQDA (DAPE–MPT) WASH DC 20310; other commands will furnish one copy of each to the next higher headquarters.

Interim changes. Not applicable.

Suggested Improvements. The proponent agency of this regulation is the Office of the Deputy Chief of Staff for Personnel. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications) direct to HQDA (DAPE–MPT) WASH. DC 20310.

Distribution. *Active Army, ARNG, USAR:* To be distributed in accordance with DA Form 12–9A requirements for AR, Schools–C (Qty Rqr Block No. 313).

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*This regulation supersedes AR 351–8, 31 October 1972.

RESERVED

1. General

This regulation implements Department of the Defense Directive 5010.16, 28 July 1972, pertaining to the Defense Management Education and Training Program.

2. Purpose.

This regulation describes the Defense Management Education and Training Program and establishes policies, responsibilities, and administrative procedures for Army participation.

3. Applicability.

The Defense Management Education and Training Program pertains to both civilian and military personnel. It does not include the following:

- a. Professional military education such as provided in noncommissioned officer career course, officer basic and advanced courses, US Army Command and General Staff College, and US Army War College.
- b. Combat readiness, technical or specialist training such as MOS training and military specialist programs.
- c. Civilian institution degree programs, except for those specifically concerned with the three categories of management education and training described in paragraph 4a.

4. Explanation of terms.

- a. *Categories of Management Education and Training.*
 - (1) *General Management.* Principles and practices.
 - (2) *Functional Management.* A narrower use of the term, applied to such specialized areas as the resource utilization functions of personnel, financing; research and development, or logistics management.
 - (3) *Managerial Analytical Techniques.*
- b. *Defense Management Education and Training Catalog.* A catalog issued by Department of Defense listing all single component and defense management education and training course, showing pertinent data relating to each course.
- c. *Defense Management Course.* An approved course conducted within the Department of Defense to meet a common management education and training need of more than one Department of Defense component.
- d. *Single Component Management Course.* A course covering the subject matter which is peculiar to the needs of a single, Department of Defense component.
- e. *Sponsor Component.* The Department of Defense component which has the responsibility for providing a Defense Management course.
- f. *User component.* Any service or agency assigning students to a Defense Management Course.
- g. *Defense Management Education and Training Board (DMETB).* A board designated by the Secretary of Defense to monitor management education and training. The board is composed of the Assistant Secretary of Defense (Manpower and Reserve Affairs) as Chairman, and representatives of the Joint Chiefs of Staff and the military departments.
- h. *Agenda Planning Committee of the DMETB.* Committee composed of the Primary Functional Coordinators and one representative appointed by each Assistant Secretary of the Military Department (M&RA) and the Director of Personnel (J-1) of the Joint Staff. The Director, Education programs and Management Training, OSD (M&RA) will service as Chairman.
- i. *Primary Functional Coordinator.* A representative appointed by each Assistant Secretary of Defense, the Director of Defense Research and Engineering, and each head of a Defense Agency to service as the principal DOD-wide coordinator of management education and training in his respective functional field.
- j. *Secondary Functional Coordinator.* An individual designated by the Primary Functional Coordinator to act in his behalf with respect to a specific phase of the functional field.

5. Program objectives.

- a. Provide personnel engaged in management functions with necessary education and training that will assure maximum efficiency and skillful, professional performance.
- b. Promote uniform execution of policies, directives, and instructions by providing suitable training opportunities.
- c. Encourage improvement in management practices through the interchange of ideas.
- d. Establish Defense Management Courses in subject fields that meet common needs of more than one Department of Defense component; and continue development of single component courses that meet the particular needs of the Army.

6. Program policies.

- a. Management education and training will be conducted so as to achieve efficient training, responsiveness to user needs, and the best utilization of available resources, including facilities.
- b. Existing Defense Management Courses will be utilized, when possible, to satisfy Army training needs.
- c. The faculties of Defense Management Courses will be selected on the basis of competence. Where necessary to provide a blend of service views and when approved by the DMETB, faculties will be multiservice, and will be contributed on a pro rata basis according to course-student loads.
- d. The program of instruction for each Defense Management Course will be reviewed annually by the sponsoring school, in coordination with user components and the Primary Functional Coordinator, to insure the adequacy of course content and to anticipate future training needs.
- e. Education and training facilities requirements for Army sponsored Defense Management Course will be based upon Defense Management Education and Training Board approved 5-year forecasts of training needs and will be included in Army 5-year facilities requirements projections.
- f. When required by user components, resident instruction programs for Defense Management Courses will be supplemented by nonresident programs, such as correspondence and on-the-job training courses, consistent with training practices of the user components involved.
- g. Attendance at an Army course by personnel from other services is not, in itself, a basis for designating the course as a Defense Management Course or for listing the course in the Defense Management Education and Training Catalog.

7. The Defense Management Education and Training Board.

- a. The Assistant Secretary of the Army (Manpower and Reserve Affairs) has been designated as the Army member of the Board. The Deputy Chief of Staff for Personnel (Director of Procurement, Distribution and Training) has been designated as his alternate.
- b. The DMETB has been given a mission by the Secretary of Defense to develop Department of Defense policy guidance and plans for the Defense Management Education and Training Program (DMETP), including the following:
 - (1) Coordinate the development of suitable and timely courses to cover the needs of Defense Management Education and Training and the requirements for such education and training on a 5-year basis.
 - (2) Oversee the development and publication of the Defense Management Education and Training Catalog.
 - (3) Serve as final approval body for courses designated as Defense Management Courses.

8. Department of the Defense Functional Coordinators.

The Secretary of Defense has given the mission for monitoring courses in their functional area to each DOD Functional Coordinator. Additionally, the Functional Coordinators will make recommendations and provide advice to the DMETB on the establishment of Defense Management Courses. For approved courses, these representatives will be responsible for monitoring their execution from

the point of view of professional quality effectiveness. Their activities are to be coordinated with the Defense Management Education and Training Board to assure that the normal channels of command are utilized and the individual Service responsibilities are maintained. The functional coordinators will review Single Component Courses in search of opportunities for establishment of Defense Management Courses and make recommendations to the DMETB. The Primary Functional Coordinators will designate, as required, Secondary Functional Coordinators to act in their behalf.

9. Defense Management Education and Training Catalog.

a. The Defense Management Education and Training Catalog, as prepared by Department of Defense, is distributed within the Army in accordance with AR 310-1.

b. The Catalog identifies Defense and Single Component Management Courses to be included in an annual survey of training requirements.

c. Both resident and nonresident courses conducted under the Defense Management Education and Training Program are listed in the catalog.

d. Requests for changes to the catalog or for the addition of Army sponsored Single Component Management Courses will be forwarded to HQDA (DAPE-MPT) WASH DC 20310.

e. For new listings, only management-oriented courses not excluded by paragraph 3 will be submitted. All single component management courses will be reported to the DMETB and listed in the catalog.

10. Responsibilities.

a. The Army member of the Defense Management Education and Training Board will—

(1) Transmit policy and requirements developed by the Board and furnish guidance on Army participation in the DMETP.

(2) Provide the Deputy Chief of Staff for Personnel with agendas and actions required in preparation for the Board meetings.

(3) Submit all information and reports required by the DMETB or OSD concerning Army participation in the DMETP.

b. The Deputy Chief of Staff for Personnel will—

(1) Formulate overall Army policies for participation in and support of the DMETP.

(2) Plan and program for Army military manpower authorizations for Army assigned faculty requirements at Defense Management Courses presented by other components of the Department of Defense.

(3) Exercise primary general staff responsibility for the program and, in coordination with other Deputy Chiefs of Staff and heads of special staff agencies will—

(a) Provide a general officer as the alternate Army member of the DMETB.

(b) Maintain surveillance over Army sponsored Defense Management Courses and Army participation

(c) Provide the channel of communication between the Defense Management Education and Training board and Army commands and agencies.

c. Major commands and agencies will—

(1) Determine requirements for management education and training within their commands insuring that sufficient funds are available to support any stated requirements.

(2) Submit training requirements on DD Form 1631 (fig.1), DD Form 1631-1 (fig.2) and DD Form 1632 (fig. 4), or as directed by CG AMC by separate correspondence, to CG AMC prior to 20 November annually (para 12a). DD Forms 1631, 1631-1 and 1632 will be reproduced locally on 8-by 10 1/2- inch paper.

(3) Select sufficient primary and alternate students for Defense Management Courses to make certain that allocated training spaces are utilized.

(4) Notify appropriate Army quota control agencies at least 75 days before class starting data when requirements change or the using command is unable to fill allocated spaces.

d. Commanders of Army Branch and Specialist Schools, as shown in AR 351-1, will—

(1) Develop and establish Defense Management Courses as directed by Headquarters, Department of the Army.

(2) Program and budget for the operation and support of Army sponsored Defense Management Courses to satisfy Department of Defense training needs established by the approved DMETB 5-year forecast of training requirements.

(3) Plan and program facilities requirements for Defense Management Courses in 5-year requirements projections.

(4) Plan and program for required Army military and civilian manpower authorizations to support Defense Management Course requirements developed in approved 5-year training requirements projections.

(5) Allocate quotas for Defense Management Courses. Quotas allocated to other DOD components will be coordinated with CG AMC.

(6) Maintain data and provide reports on the status of the Defense Management Education and Training Program as required by CG AMC.

(7) Submit through channels to CG AMC reports of attendance on Defense Management Education and Training Program Student Quota Assignments and Attendance by Course and Component for Fiscal Year (DD Form 1633) (fig. 5) prior to 5 August each year (para 12c.) DD Form 1633 will be reproduced locally on 14- by 8 inch paper.

(8) Conduct an annual review of the programs in instruction for sponsored Defense Management Courses.

e. The CG AMC, in addition to the responsibilities in c and d above, will—

(1) Prior to 1 December of each year, conduct the annual survey of Army training requirements for all Defense Management Courses and Single Component Management Courses.

(2) Submit Army management training requirements for other Service sponsored courses and act as Army quota control agency for quotas received for these courses.

(3) Receive training requirements from other user components for Army sponsored management training and coordinate allocation of quotas for these courses.

(4) Forward annually, prior to 15 April, the quota allocation and schedule of classes by course to appropriate User Components and HQDA (DAPE-MPT). The report will be submitted on DD Form 1631-2 (fig. 3) and will reflect quota allocations assigned for the next fiscal year and a firm schedule of classes by course. DD Form 1631-2 will be reproduced locally on 8- by 10 1/2- inch paper.

(5) Prepare and submit other reports on requirements, quotas, and attendance at Defense Management Courses as established by Headquarters, Department of the Army.

(6) Provide Army input to the Defense Management Education and Training Catalog and provide the Army representative for the catalog committee.

11. Administration of Defense Management Courses.

a. *Establishment of new courses.* . Requests for the establishment of a new course may be submitted by any major command or agency to HQDA (DAPE-MPT) WASH DC 20310. Each request will contain—

(1) General description.

(2) Learning objectives.

(3) Level to which course should be aimed.

(4) Estimated training requirements.

(5) Suggested course length and frequency.

(6) Required starting date.

b. *Development of new courses.*

(1) Branch and specialist schools assigned the responsibility for developing a new course will prepare a plan and program of instruction (POI) outline for submission to the DMETB through channels. During the development process, direct communication is authorized for coordination among the schools, the User Components, and the appropriate Functional Coordinators. The plan for the course will include a validated estimate from the User Components of projected

requirements for the course and information on resources required for support.

(2) After the DMETB review, the approved plan and POI outline will be returned to the school for detailed development. If on-site coordination is necessary with representatives from the User Components and/or the Functional Coordinator, funding for travel and per diem will be support by the parent commands of the participants. The final plan and POI after coordination with the above agencies will be submitted to HQDA (DAPE-MPT) WASH DC 20310 for final approval.

(3) After approval, HQDA will inform the DMETB. If additional resources are required in order to present the course, the Primary Functional Coordinator will request required assistance from the DMETB.

c. Disestablishment of an existing Defense Management Course. Request to disestablish existing Defense Management Courses that are not being utilized or are no longer required will be submitted by major commands and agencies to HQDA (DAPE-MPT) WASH DC 20310 for approval giving the justification for the proposed action.

d. Reviews for Programs of Instruction of Defense Management Courses.

(1) Annual reviews of POI will be conducted by branch and specialist schools on a fiscal year basis. Schedules of the annual reviews will be submitted through channels by 1 May to HQDA (DAPE-MPT) WASH DC 20310, and direct to User Components and Functional Coordinators for their use in planning participation in course reviews.

(2) Sponsoring schools will initiate a review of its POI if requested by a User Components or a Functional Coordinator. The Deputy Chief of Staff for Personnel, Department of the Army will be notified of any reviews scheduled by specific request.

(3) All revised POI must be submitted for approval to HQDA (DAPE-MPT) WASH DC 20310.

12. Defense Management Education and Training Program (DD Forms 1631, 1632, 1633) and RCS DD-M(AR) 905.

a. Army-wide reports of reported management education and training needs for the next 5 fiscal years for the courses listed in the DMETP catalog will be forwarded annually by CG AMC to HQDA (DAPE-MPT) WASH DC 20310 by 25 November. The requirements for the next fiscal year will be listed by quarters in the requirements section of DD Form 1631 for resident courses, DD Form 1631-1 for on-site courses, and those for the 4 subsequent fiscal years on DD Form 1632. Separate entries will be made on the forms for officers, enlisted personnel, and civilians for each course of each school for resident and nonresident categories of instruction. Single Component Management Courses included in the CONARC survey of Army Service School and Training Center Courses will not be included.

b. A report of quotas which have been assigned for the next

fiscal year in response to requirements submitted by User Components and a firm schedule of courses will be forwarded annually prior to 15 April by CG AMC to appropriate User Components and Headquarters, Department of the Army (para 10e(3)). The quota assignments for resident courses will be listed by quarters in the Quota Section of DD Form 1631. Quotas for on-site classes will be published as part of the schedule of courses. Quotas for Defense Management Courses will be allocated on a pro rata basis to all users based on stated annual requirements. Quotas to Army-sponsored Single Component Management Courses will be allocated to non-Army users on a space available basis. Commands and agencies will submit quota requirements based on firm training plans. Quotas allocated will be utilized unless canceled for good and valid reasons 75 days prior to class starting date.

c. If sufficient quotas are not available to satisfy all user requirements for resident and onsite courses, CG AMC will notify the Department of the Army by 1 March

d. A report of attendance of students compared with quotas assigned for the previous fiscal year at each course conducted by Army schools will be forwarded by CG AMC to Headquarters, Department of the Army and User Components prior to 10 August annually. Information for the report will be entered on DD Form 1633. Separate entries will be made for officers, enlisted personnel, and civilians for each course of each school, for resident, nonresident, and on-site categories.

13. Nominations.

Nominations, when required, will be submitted on Enrollment and Registration Request for DOD Management Education and Training program Courses (DD Form 1556) in accordance with information contained in the Defense Management Education and Training Catalog or in correspondence accompanying quota allocations.

14. Funding.

a. The sponsor of each Defense Management Course will be responsible for the programming, budgeting, and financing of all expenses incident to planning, developing, and operation of the courses except as provided in b and c below. No reimbursement of such expenses will be made by using DOD components.

b. The pay, allowances (including subsistence), and permanent change of station travel costs of military personnel assigned as faculty of Defense Management Courses, will be borne by the DOD component from which assigned.

c. Pay, allowances (including subsistence), and travel costs (not integral to courses of instruction) of military and civilian personnel assigned as students, will be borne by the using component or agency.

DEFENSE MANAGEMENT EDUCATION & TRAINING PROGRAM REQUIREMENTS FOR COURSES PRESENTED ON-SITE						FISCAL YEAR		REPORT CONTROL SYMBOL DD-M(AR)905		
TO: (Sponsoring School or Command)						FROM: (Requiring Activity Name & Official Address including City or Base)				
SUBMITTING SERVICE/AGENCY <input type="checkbox"/> ARMY <input type="checkbox"/> NAVY <input type="checkbox"/> AIR FORCE <input type="checkbox"/> DSA <input type="checkbox"/> OTHER DOD <input type="checkbox"/> NON-DoD										
COURSE NUMBER	COURSE TITLE	REQUIREMENTS				WILL HOST CLASS (ES)		MAXIMUM NUMBER WHO CAN ATTEND A CLASS AT ONE TIME		
		OFCL.	ENL.	CIV.	TOTAL	YES	NO	IN IMME- DIATE AREA (Note 1)	IN GENER- AL AREA (Note 2)	FROM HOST ACTIVITY
GRAND TOTAL										

NOTES: 1. Within local commuting distance.
 2. Not within local commuting, but within general geographical area.

Figure 1.

DOD MANAGEMENT EDUCATION AND TRAINING PROGRAM QUOTA ALLOCATIONS AND SCHEDULE OF CLASSES BY COURSE						FOR FY	
SPONSORED BY				ASSIGNED TO			
COURSE TITLE IN ALPHABETICAL ORDER	TOTAL COURSE HOURS	COURSE NUMBER OR SYMBOL	CLASS NUMBER OR DESIGNA- TION	CLASS DATES		NOMINATION DUE NLT (Date)	SPACES ALLO- CATED
				CONVENE	TERMINATE		

DD FORM 1631-2
1 AUG 72

Figure 2.

DEFENSE MANAGEMENT EDUCATION AND TRAINING PROGRAM REQUIREMENTS/QUOTA ASSIGNMENTS					FISCAL YEAR		REPORT CONTROL SYMBOL DD-M(AR) 905		
TO:					FROM:				
SUBMITTING SERVICE/AGENCY <input type="checkbox"/> ARMY <input type="checkbox"/> NAVY <input type="checkbox"/> AIR FORCE <input type="checkbox"/> DSA <input type="checkbox"/> OTHER - DOD <input type="checkbox"/> NON - DOD									
NAME OF SCHOOL									
RESIDENT/NON-RESIDENT COURSES									
COURSE NUMBER	COURSE TITLE	FISCAL YEAR	QTR.	REQUIREMENTS			QUOTAS		
				OF CR.	ENLIST.	CIV.	OF CR.	ENLIST.	CIV.
			1						
			2						
			3						
			4						
			TOTAL						
			1						
			2						
			3						
			4						
			TOTAL						
			1						
			2						
			3						
			4						
			TOTAL						
			1						
			2						
			3						
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			TOTAL						
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			1						
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			3						
			4						
			TOTAL						
			1						
			2						
			3						
			4						
			TOTAL						
GRAND TOTAL									

DD FORM 1631
1 NOV 67

SHEET _____ OF _____ SHEETS

Figure 3.

DEFENSE MANAGEMENT EDUCATION AND TRAINING PROGRAM REQUIREMENTS					REPORT CONTROL SYMBOL DD-M(AR)003	
Fiscal Years _____ / _____ / _____ / _____						
TO:			FROM:			
SUBMITTING SERVICE/AGENCY						
<input type="checkbox"/> ARMY <input type="checkbox"/> NAVY <input type="checkbox"/> AIR FORCE <input type="checkbox"/> DSA <input type="checkbox"/> OTHER - DOD <input type="checkbox"/> NON-DOD						
NAME OF SCHOOL						
RESIDENT/NON-RESIDENT/ON-SITE COURSES						
COURSE NUMBER	COURSE TITLE	YEARLY TOTAL	FISCAL YEAR	TOTAL		
				OFFICER	ENLISTED	CIVILIAN
		TOTAL				
		TOTAL				
		TOTAL				
		TOTAL				
		TOTAL				
		TOTAL				
		TOTAL				
		TOTAL				
GRAND TOTAL						

DD FORM 1632
1 AUG 69

REPLACES 1 NOV 67 EDITION WHICH IS OBSOLETE.

SHEET ___ OF ___ SHEETS

Figure 4.

Unclassified

PIN 004037-000

USAPA

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